

## Georgia State University ScholarWorks @ Georgia State University

---

The Briefing at the Andrew Young School of Policy  
Studies

Andrew Young School of Policy Studies

---

Summer 2003

# The Briefing, Spring/Summer 2003

Andrew Young School of Policy Studies

Follow this and additional works at: [http://scholarworks.gsu.edu/aysp\\_briefing](http://scholarworks.gsu.edu/aysp_briefing)



Part of the [Public Affairs, Public Policy and Public Administration Commons](#)

---

### Recommended Citation

Andrew Young School of Policy Studies, "The Briefing, Spring/Summer 2003" (2003). *The Briefing at the Andrew Young School of Policy Studies*. Paper 12.

[http://scholarworks.gsu.edu/aysp\\_briefing/12](http://scholarworks.gsu.edu/aysp_briefing/12)

This Newsletter is brought to you for free and open access by the Andrew Young School of Policy Studies at ScholarWorks @ Georgia State University. It has been accepted for inclusion in The Briefing at the Andrew Young School of Policy Studies by an authorized administrator of ScholarWorks @ Georgia State University. For more information, please contact [scholarworks@gsu.edu](mailto:scholarworks@gsu.edu).

# The Briefing

[www.andrewyounschool.org](http://www.andrewyounschool.org)

## In this issue...

- 2 DEAN'S CORNER**
- 4 REACHING OUT**  
Evaluation advances global AIDS response
- 9 POLICY RESEARCH**  
GHPC tapped for rural health program
- 16 STUDENTS TODAY**  
Students recognized at annual Honors Day Ceremony
- 19 FACULTY TODAY**  
Faculty in South Africa exchange
- 22 ALUMNI TODAY**  
Winsome Packer's adventures in policy practice
- 24 FRIENDS TODAY**  
Andrea Young joins AYSPS Advisory Board



# rosser

## LEADS

## AYSPS

## ADVISORY

## BOARD

Advisory Board Chair Paul Rosser is an engineer, a builder. As founder of Rosser International, Inc., one of Atlanta's leading architecture, engineering and program management firms, Rosser has created major award-winning structures around the world. For the last five years, at the invitation of Ambassador Young, his attention has shifted to building the support infrastructure for a world-class policy school. Leading a board whose members he credits for sharing their "great talents, diverse experiences and the ability to get things done," Rosser adds a builder's vision to the growth of AYSPS.

"The Andrew Young School could equal or exceed any policy school in America – in size, breadth of programs, influence – it will capture the world's attention. It will become the place of choice in America for developing policy, in all areas where government has to get involved in making things happen: taxation, international policies, environment, child policies, nonprofits and health programs, to name a few. Its reputation will grow as the school continues to prosper," says Rosser.

*continued on page 15*

## NEW FELLOWSHIPS TO BE AWARDED

*Two new fellowship programs will support graduate study leading to the Ph.D. degree in Economics or Public Policy*

In honor of Ambassador Andrew Young the school has established the Andrew Young Fellowships. Each fellow will receive a stipend of \$22,000 annually and tuition waiver for three years when combined with a Graduate Research Assistantship. The school expects to award at least two Andrew Young Fellowships every year to selected graduate students pursuing the school's Ph.D. in economics or Ph.D. in public policy. The fellowships are made possible by many generous supporters.

Additionally, the Coca-Cola Foundation has made funds available to allow the school to establish the AYSPS Dean's Fellowships in honor of Ambassador Andrew Young. Each year these fellowships, in combination with a Graduate Research Assistantship, will provide a stipend of \$20,000 annually and a tuition waiver for 3 years to selected graduate students pursuing the Ph.D. in economics or the Ph.D. in public policy at AYSPS. The school expects to award four to six new Dean's fellowships each year.

"The lifeblood of a graduate program is its students," says Dean Roy Bahl. "These fellowships will enable the school to be competitive in attracting high quality young people who are dedicated to the study of policy."

All applicants for admission to either Ph.D. program at the Andrew Young School will receive consideration for both the Andrew Young and AYSPS Dean's fellowships. Information on the school's Ph.D. programs is online at [www.andrewyounschool.org](http://www.andrewyounschool.org). Application forms and information are at [www.gsu.edu/~wwwsps/academics/admissions.htm](http://www.gsu.edu/~wwwsps/academics/admissions.htm).

– Robert Moore contributed

ON MAKING A

## policy school complete



Roy Bahl (L), Janice Griffith, dean of the College of Law, and Sidney Harris, dean of the J. Mack Robinson College of Business at GSU

2

Colleges of policy studies, like ours, came about because single academic disciplines weren't comprehensive enough to address the big social issues of the day. Public administration lacked the necessary economics piece of public policy analysis. Economics was much too narrow and often assumed away the interesting questions. Our Andrew Young School brings the disciplines of economics and public administration together and focuses on teaching and researching policy analysis.

But as our college has begun to mature, we are learning that the questions on which we focus are bigger than these disciplines. We need a broader approach.

There are many examples of programs that would benefit from a greater interdisciplinary approach. One of our strong areas of expertise is government tax policy, but this research could be much richer if it carried a deeper analysis of the private sector finance and accounting dimensions. Research on the effectiveness of various public management strategies needs a politics dimension, and the study of environmental policy cannot really be separated from environmental law. To do the best policy research, we need to broaden our inquiry and draw on the special expertise of faculty from other GSU colleges.

Working across college lines is no easy matter, I've learned while at universities across the country. In fact, this approach is so difficult that it is tempting to give up trying. On the other hand, the returns from cross-college research and teaching are even harder to resist. Our students are demanding more creative courses of study to prepare themselves for the new economy. They come to us wanting to match economics with foreign language study, or poverty study with social work, or public administration with law. Our students clearly see the blur between management issues in the public, private and not-for-profit sectors.

The stakes are pretty high for us, our colleges, to get it together. Among the benefits we will capture are better student training, a comparative advantage in the competition for external research funding, a much stronger faculty research agenda and a far greater chance to help make good policy.

There is no question but that finding a formula that allows our faculty and students to work across college lines is slow going. But it is an effort worth devoting our energies to – for the benefit of both Georgia State University and the Andrew Young School.

**Roy Bahl**

Dean

Spring/Summer 2003

The Office of the Dean publishes *The Briefing* three times a year for alumni, friends, faculty and staff of the Andrew Young School of Policy Studies, Georgia State University, University Plaza, Atlanta, GA 30303-3083.

Georgia State University, a unit of the University System of Georgia, is an equal opportunity educational institution and is an equal opportunity/affirmative action employer.

**Carl V. Patton**  
President  
Georgia State University

**Ron Henry**  
Provost and Vice President  
of Academic Affairs

**Roy W. Bahl**  
Dean

**Robert E. Moore**  
Associate Dean

**Jennifer French Echols**  
Editor

**Meg Buscema**  
**Ryan Blakey**  
**Cynthia Blasdel**  
**Paul Benson**  
**Avani Raval**  
Photographers

For more information on the Andrew Young School, contact us at:

Phone: 404-651-3990

Fax: 404-651-3996

E-mail: [ayspswebmaster@gsu.edu](mailto:ayspswebmaster@gsu.edu)

Web: [www.andrewyoungschool.org](http://www.andrewyoungschool.org)

## Future ministers can earn a dual urban policy degree



Newman

The Andrew Young School is circulating agreements for a dual degree program with two of metro Atlanta's leading schools of theology: the Interdenominational Theological Center on the Atlanta University Center campus in West End and the Columbia Theological Seminary in Decatur. When the proposed program is approved, students will be able to earn

a Master of Divinity degree with a Master of Science in Urban Policy Studies and to attend joint courses in the schools.

"Our goal is to equip ministers with a better understanding of urban policy issues so that they can be more effective leaders within their communities," said Harvey Newman, a PAUS professor. "Interest in this dual degree program is high on all three campuses."

As part of the collaborative effort, a joint course, "Power, Faith, and Civic Leadership," brought faculty and students from each of the schools onto the Georgia State campus fall semester. Ambassador Andrew Young met with the class at one of its last sessions. Newman said, "It was the high point for the class, as Young's life and work embody the concepts of power, faith and civic leadership."

Donald Brown, the first dual degree student, helped Newman develop the agreements for both theological institutions and the Andrew Young School. Brown completed his M.Div. at the Columbia seminary and will graduate from AYSPS with the M.S. this spring.

Brown felt the benefits in joining these areas of study. "This program adds an important dimension to the education of pastors and church leaders. The synergy between the two degrees allows the theoretical dimensions of the religious education to work together with the practical and public aspects of the classes at the Andrew Young School. The students will establish important connections between the mission of the church and the needs of the community prior to becoming a pastor," he said.

## New Indonesia Decentralization Policy contract awarded

In February the International Studies Program was awarded \$800,000 from USAID to provide technical assistance and research on decentralization policy issues in Indonesia. ISP will work with PADCO, a private Washington, D.C. consulting firm, for this task order, which is part of USAID's Sustainable Urban Management IQC (Indefinite Quantity Contract).

"When Indonesia implemented the new local autonomy laws introduced January 1, 2001, it was a "big bang" and the country moved very rapidly toward decentralization of what had formerly been a highly centralized state," reports Jorge Martinez-Vazquez, professor and director of ISP. "Local governments gained significant new responsibilities. Overnight, Indonesia tried to put into place a new system of intergovernmental finance. Though the decentralization process in Indonesia is largely viewed as positive, the task of moving from a centralized to a decentralized state is a complicated, arduous journey, and there will be need for multiple adjustments."

As part of the Decentralization Policy Task Order, Professor Martinez will lead a joint GSU-PADCO team to include AYSPS Dean Roy Bahl and faculty James Alm, Sally Wallace and Jamie Boex. The joint study team will assess the overall effectiveness of Indonesia's key decentralization policies and institutions, will propose measures to improve the sustainability of decentralization reforms in the future, and will deliver in-country briefings, workshops and conferences to broaden the understanding of decentralization issues, policies and implementation strategies.

—Paul Benson  
contributed



## AYSPS to host Peace Corps Master's Program

The Peace Corps chose AYSPS in February to be a host institution for its Master's International Program. The program was established in 1987 to meet two needs: the increasing demand from overseas for Peace Corps volunteers with high levels of education and technical expertise; and the desire of universities to provide substantive, internationally focused experiences for their students.

The new Peace Corps Master's International Program at the Andrew Young School will allow Peace Corps volunteers to earn a Master of Economics, a Master of Economic Policy, or a Master of Public Administration degree in combination with their two-year Peace Corps tour.

Each graduate student/Peace Corps volunteer chosen for this program will work closely with an academic advisor to take full advantage of the synergy between their classroom work, including thesis research, directed readings and internships, and their field experience. Students beginning their program of study in the fall semester (mid-August), will be ready for their overseas assignment the following fall or winter season.

This program will enhance and expand Georgia State's close working relationship with the regional Peace Corps office in Atlanta. AYSPS will host the Peace Corps Master's Program with GSU's Applied Linguistics Program.



## EVALUATION ADVANCES

## global AIDS response

*Five million people around the world were newly infected with the HIV/AIDS virus in 2001, according to the World Health Organization. The same year, three million people died. More than 40 million people live with HIV/AIDS infections. At least 25 million have died since the virus was discovered.*

After many years and millions of dollars spent on prevention, treatment and immunization research, U.S. public health agencies led by the Centers for Disease Control and Prevention in 1999 created the CDC Global AIDS Program to coordinate the programs and resources used to better fight the disease. GAP supports the efforts of resource-constrained countries working to prevent the spread of HIV infection and improve patient care. It provides financial and technical assistance to partnering communities, governments and other organizations to help build in-country capacity to address this global epidemic. GAP's annual budget has grown from an estimated \$15 million in 2000 to \$143 million in 2002.

Judith Ottoson, AYSPS associate professor of public administration and urban studies, assisted the Monitoring and Evaluation Team for the Global AIDS Program. An expert in program evaluation, Ottoson served as an early member of the GAP team charged with determining the progress and effectiveness of CDC/GAP programs that help strengthen the capacity of national AIDS programs to monitor and evaluate their activities. Its initial goal was to develop and implement an evaluation plan to assist the effectiveness of HIV/AIDS/STD/TB programming in 14 African countries and India.

Evaluation research looks at the question of whether and how programs work, says Ottoson. "Program evaluation comes under different names, such as 'accountability' or 'cost-effectiveness,' in public policy and business. It looks at the investments made in programs – financial or other resources – and asks, 'does the investment make a difference?'"

Ottoson says she was asked to get involved with the Global AIDS project during its earliest evaluation phase. "The global epidemic is on everybody's mind – in the news we hear about children being orphaned, a whole generation being wiped out – particularly in Africa," she said. "The CDC is one of many global agencies trying to do something about AIDS, particularly prevention. The GAP Monitoring and Evaluation group must answer the question of whether and how the CDC's work is making a difference. Should they be spending their resources on current projects or doing something else?"

"At the very early stage, I was working with the CDC and its

partnering agencies. We were looking at what programs the CDC was going to offer and how it would know whether they were successful. We worked to identify the indicators that would be used to measure success, which is the heart of program evaluation," said Ottoson.

"Some people think evaluation research is primarily about questionnaires and surveys. But the 'valuing' component – identifying what's going to count as success and who decides – precedes the selection of methods. The process is as political as it is technical. It is trying to get agreement from different types of stakeholders on how a program is going to be valued. With a problem as complex as AIDS – as geographically distributed, as multi-sectored, as multi-cultural, as multi-strategic and as epidemic – defining 'success' is no small task.

"When a decision is made on the problem that people are looking at, and the indicators of success, then the team must decide how to go about collecting data on it," she said. Ottoson has traveled to Uganda twice, visiting local health clinics to learn what data they collect and to train African nationals from as many as 15 countries in HIV/AIDS program evaluation. Uganda is a model African country for its success in stemming the spread of HIV/AIDS among its citizens.

The Global AIDS Program is now in 25 countries around the world. The Monitoring and Evaluation team is helping to strengthen the program's capacity and infrastructure by providing systems that will inform HIV/AIDS policy and program decisions

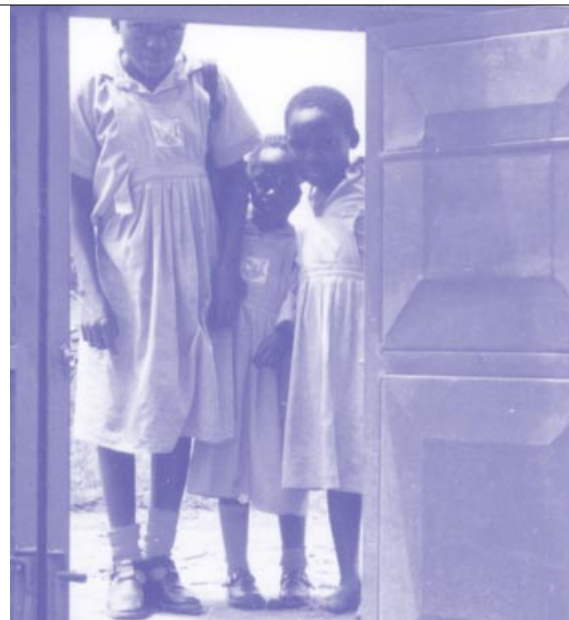


Judith Ottoson (R) and friend in Uganda

at the local, national and global levels. Success indicators have been identified, with hundreds of indicators at the project level, 57 at the country level and 19 at the global level, an example of which would include the percentage of HIV-infected infants born to HIV-infected mothers.

Last summer, the CDC Monitoring and Evaluation Team asked Ottoson to return to Africa to help advance the team's goal of strengthening the capacity of African countries to monitor and evaluate their own programs. Capacity building makes evaluation not only feasible, but sustainable, she said. "Evaluation isn't just about collecting data and leaving the scene. It is about using the data to improve programs and the lives of people and building the capacity to do that over time."

Ottoson is as interested in building evaluation capacity in Atlanta as she is internationally. A shiny new plaque in her office, awarded by the Atlanta-area Evaluation Association, acknowledges her role as the association's first president and founder. "I'm honored to have had a role in helping pull together the large number of practicing evaluators in this area," she said. The multiple research grants and contracts she has been awarded since joining the school in 1999 provide her with rich experiences to share in the graduate and undergraduate evaluation courses she teaches at AYSPS.



## SUMMER INTERNSHIPS PROMOTE RESEARCH FUTURES

The Andrew Young School's Economics Department has received an \$80,000 grant from the National Science Foundation to continue its successful Summer Internship program. AYSPS is one of only two NSF Research Experiences for Undergraduates (REU) Sites in the country that offers research opportunities in econom-

ics. The school's participation places Georgia State University among 27 top U.S. campuses in the social, behavioral and economic sciences category, next to programs at the University of Illinois, Northwestern, Duke, Penn State and the University of Texas, to name a few.

NSF supports the REU program to attract a larger, diversified pool of students to careers in science and engineering and to help



ensure they receive the best education possible.

The AYSPS program brings 10 undergraduates – rising seniors – on campus for seven weeks every summer. Each intern works with a faculty mentor on a research project supplemented with activities that include regular meetings; a seminar series on research methodologies and related topics; and field trips to working research offices like the Carter Center and the Federal

Reserve Bank. Upon completion, each intern delivers a paper and a presentation on a chosen research topic.

When asked to evaluate their experience, all interns who attended the AYSPS program said they would recommend it to their peers. Ninety percent said they had a much better understanding of what policy work involves.

One or two students have entered the AYSPS economics Ph.D. program after

their internship, says Neven Valev, the assistant professor of economics who has directed this program for two years. Valev said he makes it clear to entering interns that this program is not aimed at recruitment. "The NSF funds are for the service of the broader academic community – not our school," he said.

Valev does believe, however, that the school's participation brings its own rewards. "The REU program gives our school very broad exposure to top-line students. For every one opening, we receive nine or 10 applications from highly qualified economics undergrads. That gets our name out there – to the faculty who write recommendation letters and to the students who move on to become professionals in a variety of economic fields."

# from the fiscal research program...

## FRP builds comprehensive Web site on Atlanta

The Fiscal Research Program has made finding Census information on metro Atlanta a lot easier. "Atlanta Census 2000," created by AYSPS research associates Lakshmi Pandey and William Smith in partnership with the Atlanta Regional Commission, delivers 1990 and 2000 data on metro Atlanta's cities, towns, Census tracts and block groups, counties and larger areas up to the state and national level in a user-friendly format with maps and tables.

"The FRP and ARC wanted to make all local Census information accessible to people who may not be familiar with GIS programming," said Pandey. "This new site provides online maps for reports, creates building blocks and offers component analysis, letting users draw their own conclusions. We've also added data in formats otherwise not freely accessible, like ring analysis."

The site, <http://atlantacensus2000.gsu.edu>, makes Atlanta data-gathering easier for anyone who needs the best information fast – from market analysts to economic developers, legislators and policy administrators. Users can rank the Georgia data against states and areas in select categories.

Pandey and Smith said they will continue to upgrade the site with new data, geographies and other information as it becomes available.



Atlanta Mayor Shirley Franklin (L) and Deborah McCarty, executive director of Research Atlanta, joined mayors from around the metro area who attended the Regional Leadership Foundation's first Atlanta Area Mayor's Forum, conducted by the Fiscal Research Program and Research Atlanta.

## Policy leaders considering regional tax aided by new report

Geoffrey K. Turnbull's October report, "Local Tax Base Sharing: An Incentive for Intergovernmental Cooperation," explains the need for greater coordination among local governments and the rationale for tax base sharing, and presents general principles for policy design and implementation.

Although local governments rightly are concerned with the well-being of their citizens, their policies may, at times, adversely affect the pace and pattern of growth elsewhere in their region. Turnbull's research suggests that negative impacts from inter-

6

## Study on racial segregation gets international attention

Catherine Freeman, Benjamin Scafidi and David Sjoquist's research findings on racial segregation in schools, which have received a lot of media attention, were referenced most recently in a February issue of *The Economist*. Their study, "Racial Segregation in Georgia Public Schools, 1994-2001: Trends, Causes and Impact on Teacher Quality," looks at recent trends in the segregation of public schools and the causes and impact on teacher quality and turnover. They found that in the academic years 1995 to 2001, Georgia experienced a slight trend toward increased racial segregation across schools.

How a school's racial mix impacts teachers was the most striking finding. White teachers, more than 80 percent of the state's teaching force, are more likely to leave schools that serve higher proportions of black students, with no corresponding finding for African American teachers. This turnover increased dramatically over the late 1990s. Teacher turnover may play an important role in the disparities in educational opportunities offered to students across schools.

The study also found that schools with high turnover may have less experienced teachers and that they have a smaller pool of teachers to choose from. Schools with higher percentages of black students were found to have teachers with a lower probability of having an advanced degree.

## M.P.A. INTERNSHIPS



Willoughby

***There is Theory 101, and then there is theory applied. Every year more than 60 PAUS students, at least 80 percent of them earning graduate-level degrees, participate in an academic internship (PAUS 894I) that earns them credit hours while they put their learning to work. Inevitably they find that a few weeks of "real" work experience has taught them worlds about the career they have chosen to study.***

"Internships help our students straighten out their career goals," says Associate Professor Katherine Willoughby, the PAUS internship coordinator with Professor Greg Streib. "As many as 95 percent of our interns say they have a great experience and learned a lot – and even the few who did not enjoy their internship claim that at least they now know what they don't

jurisdictional tax base competition, competing industry recruitment efforts, some local land use regulations and out-migration from an urban area can only be addressed with greater coordination among local governments.

Turnbull argues that the rationale for using tax base sharing to achieve an equitable distribution of tax revenues across jurisdictions does not hold up – this concern would justify statewide rather than regional revenue sharing. However, local sharing can help align local government policies, such as when economic development requires a coordinated effort by more than one jurisdiction.

The report offers information on principles and models for tax base sharing, including the incentive effects of two models, aspects to consider when structuring a revenue sharing program, and examples of tax base sharing in the United States. It ends with an overview of the inter-jurisdictional cooperation and competition among Georgia's local governments.

Members of the Georgia General Assembly, the Atlanta Regional Commission, the Georgia Municipal Association and other key policy makers were sent information from this report. Its findings will be useful to these policy leaders as they begin to study the feasibility of creating a regional tax to fund transportation improvements in metro Atlanta.

### ***Timely report on job creation aids entrepreneurial push***

As layoff announcements become the norm at larger corporations, an increasing number of state and federal policy makers are beginning to focus their attention on the economic impact of small businesses and entrepreneurial firms. In their report, "Job Creation by Georgia Start-Up Businesses," Lakshmi Pandey and Jeanie Thomas examined the growth and tenure of small firm start-ups in Georgia to help inform policy issues regarding these businesses. The report has been distributed to a select list of Georgia's economic development officials.

Georgia establishments that were founded between 1986 and 1988 were examined for this report. It documents their survival rate over 12 years. The industries with the most start-ups and their location were identified, and comparisons made about this activity in traditional and high-tech industry groups.

The report recognizes national research findings that small, start-up firms provide essential innovations leading to technological change and productivity growth. It proposes that high rates of new firm formation and terminations in Georgia are a healthy sign for the state's economy.

# a better reality show

7

want to do. Others end up getting hired from their internship experience. It's the real thing out there."

Experiences posted online at the "PAUS Internship Home Page" bear Willoughby out. While interning at the United Way of Metro Atlanta, Anne P. Maynard (M.P.A. '02) helped research and draft a legislative proposal for the State of Georgia to sponsor and administer a homeownership program. She reported that this work allowed her to "utilize my legal skills and experience while at the same time gaining valuable experience on various policy issues, drafting legislation, learning about the state's legislative process and learning the operations and functions of a nonprofit organization." She worked with prominent civic leaders, state public officials, senators and members of the House of Representatives.

Tracy Evans, who is in the M.P.A program specializing in planning and economic development, spent her internship in the City of Atlanta Mayor's Office of Grants Development. "In addition to learning to write grants, I have had the opportunity to represent the Mayor's Office of Grants Development, and on occasion, the Mayor herself. I have a new understanding of how the city attempts to fund itself and its programs, and how difficult the process is," she wrote of her internship.

The experience can clarify academic training. Junghoon Lee (M.P.A. '02) conducted budget planning and translated service manuals for the Center for Pan Asian Community Services, Inc. He learned that "planning a budget is not a simple job because it is a little bit different from what I learned in class. I should consider all of an agency's financial environment and human resources available."

Verna Willis, associate professor of human resource development, notes that a variety of businesses and agencies – EMS Technologies, The Simmons Company, U.S. Department of Health and Human Services, the City of Decatur and other universities like Emory – consistently come back to PAUS for H.R.D., M.P.A. and other interns because they like what they get.

"We have had nothing but good luck with the students from AYSPS," says Al Davis, Atlanta field office manager for the U.S. General Accounting Office. "We have found value in that their policy coursework mirrors the type of original research we do at GAO. These interns are assigned a full-time project and work like regular staff. They can pick up research concepts and convert their work into our reports very quickly. They come with the knowledge we seek."

*continued on page 8*



## a better reality show

continued from page 7

In the last three years, Davis has accepted five interns from the school. Three have been converted to full-time employees at the GAO. Davis says that in the same way internships allow his organization to assess the students in a non-pressured way, interns have a good opportunity to look at them. "We will continue to focus on the Andrew Young School for our interns."

Willoughby compares finding an internship to searching for a job. "It's a long-term process. We advise our graduate-level students to start early and be flexible," she says. Streib and Willoughby have fully automated the internship course on WebCT, a private GSU intranet class aid, which enables them to continually update information for the course and interact frequently with the interns.

"This site allows us to monitor the number of students who complete their course and get credit. It is easier to track student evaluations and help them assess their experience – as well as that of the sponsoring organization. It also helps us know the number of graduates who are working in related jobs or were hired from their internship," said Willoughby. "We measure success knowing that 100 percent of our interns end up with a clearer idea of what they want to do."

Internships allow policy students to better understand the public they will serve. Pamela Durham (B.A. '99), now earning a M.S. in urban policy studies in the nonprofit specialty, interned as an assistant project director for Project INCOME, an in-school Atlanta Youth-at-Work Program, where she developed and administered a summer enrichment program.

Durham found her relationship with her clients the greatest reward of her internship. "I found myself engulfed in the daily lives of these young people. They mostly lacked the discipline and guidance needed, not only to ensure that they graduate from high school and make informed decisions about their future goals and aspirations, but also to become productive members of society. My interaction with them helped me to realize that despite the barriers they face daily, they, too, deserve the opportunity to realize their potential."

A solid vision and careful planning, constant student/faculty email interaction and frequent updates on internship resources and opportunities have tuned the PAUS internship process to a fine hum – or maybe that is the sound of many satisfied students. Coordinators Katherine Willoughby and Greg Streib, who meet with students and provide individual help, say that the efficiencies they have added in putting the course online using GSU's Internet technology, WebCT, have made the course more effective and wildly popular.

"WebCT was our plan from the beginning," said Streib, who was among the first faculty members at GSU to use this technology. "When we began to coordinate the internship program, we realized WebCT could be applied for this use." They used the technology to automate the information process, making it more interactive and immediate. "It is a highly efficient way to manage the course and communicate with our interns," he said.

"We wanted to make it easy for students to get their forms, reduce their travel to campus and cut down on repetitive communications," said Streib. "This technology allows us to respond to the burning issues of students – they go online to get the



**Streib**

information they need and more."

The site allows easy access to internship schedules,

### INTERNSHIPS ONLINE WITH

# WEBCT

required forms, resource documents and manuals, internship and job search aids, data sheets and other surveys, and answers to frequently asked questions. Interactive processes include an Internet chat room, a Q&A bulletin board, private email and pages on which to track progress and turn in reports.

"This year we made a huge leap by posting internship experience descriptions," said Willoughby, who says they may add a regularly scheduled online chat with M.P.A. Advisory Board members or past and potential intern sponsors. "Greg is terrific in envisioning this technology and how to use it. We are using it to initiate relationships with universities abroad. Students from out-of-state who have joined our electronic jobs and internship bulletin board have begun to call for additional resources that can be found online."

Information on internship opportunities and advice regularly emailed to the approximately 250 subscribers of the bulletin board helps enhance the response to openings. "A Conyers business posted with us, and within days called to say they had heard from seven qualified students," said Streib. "With this technology, our students are often the best organized and first to reply. There is more power in marketing when they can respond instantly."

Streib can make immediate changes to the site, allowing the program to offer a better product. "We survey every intern when they're coming in and going out, to help us learn and adapt our online resources." Nearly all former interns surveyed said the online course materials were good to excellent and would recommend a PAUS internship to others. The majority noted a high level of satisfaction with the course as well as their work experience.

An evaluation summed up this experience: "I really enjoyed the freedom and flexibility accorded to me to manage my own time, schedule and activities. The Web usage also saved me lots of precious time – it was much easier communicating through the WebCT – and I also appreciated the fact that we could submit all the required documents online – as well as access the required forms online."

# GHPC tapped for rural health program

*The U.S. Health Resources and Services Administration's Office of Rural Health Policy works with public and private agencies to improve health care in the nation's rural areas. The general purpose of its programs in Rural Health Network Grant Development and Delta State Rural Grant Development, per the ORHP, is to "...expand access to, coordinate, restrain the cost of, and improve the quality of essential health care services, including preventive and emergency services, through the development of integrated health care delivery systems or networks in rural areas and regions." These programs promote ongoing collaborative relationships within local rural health care networks – a new and innovative model of delivery – by integrating and coordinating the administrative, clinical, financial and technological services needed to support rural health care entities.*

In September 2002 ORHP awarded the Georgia Health Policy Center at AYSPPS a \$1 million contract to administer its new Rural Health Network Technical Assistance Program for 18 months to support its rural health development programs. In introducing other states to the successful assistance program it developed for Georgia's rural communities, GHPC will optimize the success of the many ORHP-funded networks around the country by supporting them in carrying out their projects.

"The Health Policy Center began providing technical assistance to rural communities in 1997," said Tina Anderson Smith, who runs the technical assistance program at GHPC. "With funding provided by the Georgia Department of Community Health, we successfully created a technical assistance model – the Networks for Rural Health program – that made it possible to develop and expand rural health networks in more than 70 rural Georgia counties. We have used our work in Georgia as a learning laboratory, testing the most effective means for supporting rural communities in their efforts to strengthen and transform their local health systems. It is exciting to transfer what we have learned onto the national level."

In the Georgia program, a team of rural health system development experts provides technical assistance. Each network has a primary developer who can access experts to address issues that may be of a clinical, financial, actuarial, organizational, economic, strategic planning or regulatory nature. The developer tailors the technical assistance, education, facilitation, mediation, consultation and leadership development to his or her network.

*continued on page 10*

**Tina Anderson Smith (2nd from L) discusses a research project with Networks for Rural Health staff (L to R) Sheila Humberstone, Althea Rutherford and Eric Martin**



## GHPC *tapped for rural health program*

*continued from page 9*

The concepts of building relationships with communities and tailoring assistance are also central to the new national contract. "What distinguishes our approach from other Federal Technical Assistance Centers," says Smith, "is that we have created a mechanism that allows for a technical expert to build a long-term relationship with each grantee, as opposed to serving communities in a reactive way, responding to ad hoc requests as they arise. Communities don't always know what to ask for or what characteristics contribute to network success. GHPC engages and educates them – getting to know the communities, their goals and contexts – and enables them to anticipate their network needs over time."

For the ORHP program, the GHPC technical assistance team has begun collaborating with grantee organizations to:

- Identify the nature of the assistance required
- Create a technical assistance plan
- Identify approaches for delivering the assistance, such as selecting consultants to meet the needs as identified in each plan
- Ensure the appropriate assistance is delivered
- Assess the effectiveness of the technical assistance provided

The GHPC team will also create a Web site to enable peer-to-peer information exchanges about program strategies, problems, successes and the array of services available. The team is currently collaborating with more than 40 grantees in 24 states. Another 20 grantees may be added in the future.

Technical assistance programs are improving health care in communities like the Gila River Indian Community in Arizona. Its Rural Health Network is working to link all of the medical and administrative information systems in the area to encourage data sharing among health care providers for the tribal member populations on and off a 372,000-acre reservation. A county in North Carolina is using the TAP to enable it to develop an organized network of care to providing a full range of accessible services and programs to manage chronic diseases – like diabetes – that disproportionately threaten its population.

Extensive experience in Georgia communities has helped GHPC understand the types of technical assistance that lead to better outcomes in rural health care networks anywhere in the U.S. "We know it is important to help communities in a few critical areas: leadership development, evaluation, board development, strategic planning and business plan development" said Smith. "We are using this experience to inform rural health policy at the national and state levels."

Smith feels that GHPC's participation in the ORHP program will also benefit Georgia. "Our ability to assist rural Georgians in reforming their local and regional health systems will be strengthened as a result of our exposure to innovative programs and the cultural and health challenges in other areas of the country."

## Tracking

“...goal is to help the state understand how young children develop and later benefit from their earliest educational experiences...”

**During the 2001-2002 academic year, 63,613 four-year-olds were enrolled in one of the state's 1,683 lottery-funded Georgia Pre-Kindergarten programs. Established in 1993, this program is the only one in the country that provides voluntary, full-day Pre-K access to all four-year-olds within a state. To date it has received nearly a third of Georgia's total lottery appropriations, with \$232.6 million budgeted in FY 2001.**

Although the idea of universal Pre-K is popular in many states, little empirical evidence has existed to support this policy. How does Pre-K attendance impact the P-16 experience? What benefits does it promise the student and thereby the state? Are there particular Pre-K practices that may lead to greater benefits?

An AYSPP research team led by Gary Henry, principal investigator, with project managers Laura Henderson and Bentley Ponder is helping to build this body of knowledge with two longitudinal research projects contracted by the state's Office of School Readiness, which administers the Pre-K program and registers child care learning centers. Their goal is to help the state understand how young children develop and later benefit from their earliest educational experiences, and which Pre-K teaching practices best optimize later learning.

AYSPS first developed and administered the "Georgia Pre-Kindergarten Longitudinal Study," a five-year project tracking the educational experiences of approximately 4,000 Pre-K students in



# Pre-Kindergarteners to illustrate best practices

state-funded programs from communities around the state. Supported with a \$1.4 million grant by OSR, this evaluation began in the 1996-97 school year and followed the educational progress of the same children into the third grade. The first four reports are available online, and the final report will be released this spring.

Findings from the current round of study revealed more than the ongoing benefits of formal preschool education; they point to best practices and other considerations in the early years that can determine educational outcomes later on.

"Our analysis showed that a child's later learning success may be impacted by differences in Pre-K programs in areas such as the educational approach of the teachers, the degree to which their teaching practices conflicted with their beliefs about how young children learn, and the number of disruptive children in a class," said Henderson. "For example, the

children who had child-centered Pre-K teachers (vs. teacher-directed) were more ready for kindergarten. They were more likely than others to have higher skill ratings in communication, behavior and academic skills at the beginning."

The team also found some surprises. "One area we looked at was the professional level of the Pre-K teacher," said Henry. "We expected that the teachers with higher credentials would have more successful outcomes – but that is not coming out in the data."

Another major surprise, said Henry, was how the effects of various Pre-K programs vary across specific racial, income and gender groups. "These effects differ from one group to the next. Pre-K programs that show real benefits for a high-risk 4-year-old may not work for low- to moderate-risk children," he said.

Shortly into the first study, said Henderson, OSR considered expanding the research

with a similar study of different cohorts. The "Georgia Early Childhood Study" was started as the Pre-Kindergarten study was ending. Another \$1.4 million from OSR and more than \$200,000 from the National Institute for Early Education Research, funded by the Pew Charitable Trust, is supporting Henry and his team in tracking a smaller sample of preschoolers in a broader range of programs – 300 in state-funded Pre-K, 150 in Head Start and 150 in private Pre-K programs – and a matched sample of 250 children who entered kindergarten with no formal Pre-K experience.

Henderson said they are looking for the differences within these preschool programs to identify which experiences work best for different types of children. "There are a couple of new strengths in this second study," she said. "With the various programs we've targeted, we expect to see different preschool experiences.



We're also conducting direct assessments with these children, along with the teachers' ratings, classroom monitoring and other research methods we used in the first study."

The Office of School Readiness will continue to monitor these students to determine the effectiveness of Georgia's Pre-K Program in preparing four-year-olds for school and improving their educational success. "One of our theories is that if children have a jump coming into kindergarten, teachers' perceptions could end up promoting their success down the line. Teachers' skill ratings of these students are important – they are more apt to challenge these students and work on promoting them," said Henderson.

Time will tell. "While it is reasonable to use this research to inform program improvements and discussion about policy in the early elementary years," Henderson said, "findings in later years, when standardized test scores are available, may be different."



(L to R) Ponder, Henderson and Henry share quality time with students at Atlanta's Downtown Child Development Center



*In 2001 more than 5,700 15 to 17-year-olds in Georgia became mothers. Of the approximately 392 girls that year who had babies between the ages of 10 and 14, many had not yet even reached the age at which they can be called “teen” mothers. Although teen birth rates decreased in Georgia in the 1990s, the state’s rate for births to 15 to 17-year-olds continues to exceed the national average.*

“Teen births are an ‘all Georgia’ issue,” says Monica Herk, director of the Child Policy Initiative in the AYSPS Georgia Health Policy Center. “Although the incidence of teen births varies across the state, no area is immune.” Herk is conducting research with Sally Wallace, associate professor of economics, to attempt to weigh the costs of teen pregnancy in Georgia against the costs of effective prevention.

The full cost of teen births in Georgia has yet to be estimated. Herk and Wallace report that different groups bear different costs: teen mothers reduce their economic and marital prospects; the children of teen mothers are more likely to live in poverty and suffer from lower education levels and higher rates of incarceration; teen fathers who care for their children generally earn lower incomes. Some of these costs lead directly to increased burdens on the state budget. All of them lead to increased burdens on society and the individuals involved.

## Teen pregnancy prevention could save the state millions

Georgia’s expenditures on prevention are a fraction of the cost of teen births. “In 2002, teen births cost Georgia an estimated \$31 to \$49 million for the cohort of teen births that occurred in that year alone.” Included in this estimate are the effects of the teen birth on the projected earnings of the mother, father and child and the increased costs of foster care and incarceration of the children of teen mothers. Increased health care costs have not been adequately estimated, though Wallace and Herk hope to do this work in the future.

Herk said, “A very rough estimate is that the long-term, ongoing costs of teen births in Georgia are somewhere in the range of \$622 million to almost \$1 billion annually. In FY 2003 Georgia budgeted \$14.1 million in state and federal funds to the Georgia Division of Public Health for teen pregnancy prevention. If Georgia invested in prevention programs shown to be effective and targeted them at the teens most likely to benefit, the state’s long-term savings will be significant.”

Wallace and Herk are now seeking funding to support further research that will refine their admittedly rough estimates

of the true costs of teen pregnancy in Georgia. “The Andrew Young School has access to some truly unique datasets that will allow us to answer these questions more definitively and in ways that have never been

done before,” Herk said. “The beauty of this work is that it will provide answers that will allow policymakers to design and implement better programs to address this issue of too-early-childbearing.”

Herk

### WELFARE REFORM STUDY WEIGHS PRIORITIES

Changes in welfare policy since the passage of the 1996 Personal Responsibility and Work Opportunity Reconciliation Act placed child care at the center

of the welfare reform debate. Five years later, as policymakers reviewed the place of child care subsidies in the program’s overall success, Erdal Tekin recognizes the need to broaden the underlying assumptions of this debate in his paper, “Child Care Subsidies, Wages and Employment of Single Mothers.”

Tekin, assistant professor of economics at AYSPS, uses data from the early post-reform period to examine the effects of child care costs and wages on part-time and full-time employment decisions, particularly among single mothers. “Despite the increased attention on child care,” said Tekin, “there are still gaps in our knowledge regarding the responses of single mothers to the price of child care, the wage rate and child care subsidies.” Unlike earlier research on married mothers, his study focuses on the decisions of single mothers, the main target group for welfare reform. “More than 90 percent of the TANF (Temporary Assistance for Needy Families) cases in 1998 were single mothers. The issue of providing affordable child care for these women trying to get off welfare and trying to sustain employment is central to the welfare reform challenge,” he said.

He examined the impact of wages on the behavior of single mothers to illustrate the implications of wage-related policy decisions on welfare reform. His research suggests that policies increasing the effective wage rate are likely to have significant effects on both employment and the use of paid child care if they are targeted on full-time employment. “Higher full-time wages were estimated to more strongly determine employment and paid child care choices than did the price of child care,” he said.

“The goal of welfare reform is to reduce dependence and increase employment. Policies designed to increase effective wage rates, such as wage subsidies like the Earned Income Tax Credit, raising the minimum wage, and offering training, skill and career development packages may be effective alternatives to increasing child care subsidies.”

# Disabled workforce experiences

“...the ADA does not seem to have had a dramatic impact in either a positive or negative direction.”

## AFTER ADA EXAMINED

The term “disabled worker” evokes a variety of images: the communications specialist down the hall at his computer terminal, in a wheelchair; a worker entering the rush hour bus, negotiating her entrance on crutches; a bagger at the supermarket who smiles shyly at you while ducking his head, just doing his job. But what about the colleague down the hall, who after decades of doing a job she enjoys, has found that her declining health has cornered her into accepting placement in a lower-paying job with fewer responsibilities? What happens to the successful salesman who is told that his hypertension and diabetes problems are forcing him into disability?

In current Census surveys, about 10 percent of the U.S. population reports work-limiting disabilities. Nationally, about three percent of the employed population is disabled. As the U.S. labor force ages, a higher percentage of workers will find themselves dealing with limiting disabilities, defined as certain musculoskeletal, internal systems and neurological conditions that prevent a worker from doing the type of job he or she wants to do or has done in the past.

In her new book, *The Labor Market Experience of Workers with Disabilities: The ADA and Beyond*, Julie Hotchkiss, associate professor of economics, examines the differences between the labor market experiences of workers with and without disabilities. Finding negligible change following the Americans with Disabilities Act, Hotchkiss examines the reasons for this low impact and offers policy recommendations to improve labor market experiences for the disabled beyond the provisions of the act.

Hotchkiss defines a worker's labor market experience in terms of employment opportunities, compensation, job quality, job separation and job search. Her research centered on a regression analysis using a national sample of workers who reported limiting disabilities. The sample was drawn from the Current Population Surveys from 1981 through 2000 and supplemented by the Survey of Program Participation from 1987-1997.

She found the labor market experiences of disabled workers measurably lower than those of the non-disabled. “While disabled workers are making some progress in some dimensions,” said Hotchkiss, “the ADA does not seem to have had a dramatic impact in either a positive or negative direction.” Despite what this impact implies, Hotchkiss found that awareness of and compliance with the ADA are high. “Data suggests that the ADA was adopted in an environment which had already embraced its principles and mandates,” she said, “and that the labor market experience of disabled workers is defined by factors other than those corrected for by the ADA.”

Hotchkiss offers policy recommendations to enhance the labor force experiences of the disabled beyond the ADA. “Employment policies should include expanding or strengthening incentives for the disabled to enter the labor force. Wage differentials indicate that only 30-40 percent of the difference for the disabled can be explained by the observed characteristics of the workers themselves. Training should be provided that focuses in high-growth and higher-income occupations. Include a policy to provide assistance in screening and matching workers with appropriate jobs; all would capitalize on progress made by these workers and move them in the direction of greater labor market gains,” she reports.

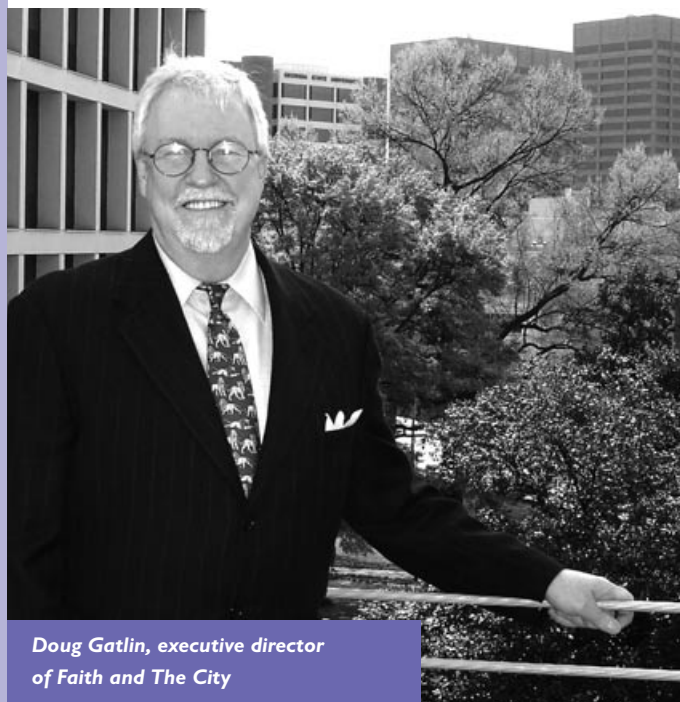
The V.E. Upjohn Institute for Employment Research published this book, released in March. The institute funds policy-relevant research “of a rigorous nature,” as stated on its Web site. Its mission includes “communicating new knowledge and scholarship effectively to a wide audience of policy makers, practitioners and researchers.”

“The book will have an impact when we get it in the hands of our policy makers,” Hotchkiss said. “If we can convince someone there's a smarter way to spend our limited dollars, that's the key to seeing labor force policy improvements for a population that is only expected to grow.”



# HOW WILL THE charitable choice initiative

## IMPACT GIVING?



Doug Gatlin, executive director  
of Faith and The City

The Charitable Choice provision of the federal government's Personal Responsibility and Work Opportunity and Reconciliation Act in 1996 allowed religious organizations to participate in competitive bids for government contracts without giving up the religious nature of their work. Yet the idea of allowing faith-based organizations to perform government-funded services gained little attention until President George W. Bush placed it prominently on his policy agenda in 2001.

In an Executive Order establishing the White House Office of Faith-Based and Community Initiatives, Bush noted that "Faith-based and other community organizations are indispensable in meeting the needs of poor Americans and distressed neighborhoods. ... private and charitable community groups, including religious ones, should have the fullest opportunity permitted by law to compete on a level playing field, so long as they achieve valid public purposes, ..."

David Van Slyke, assistant professor of public affairs and urban studies, suggests that much of the commentary and debate surrounding this controversial provision – the appropriate role of faith-based organizations and possible unintended consequences of the policy – are fueled by speculation, not fact. In "Attitudes Toward Public Funding for Faith-Based Organi-

zations and the Potential Impact on Private Giving," Van Slyke, Christopher Horne and Janet Johnson of the AYSPS Nonprofit Studies Program use public opinion survey data to improve the debate. Their paper was presented at the Roundtable on Religion and Social Welfare Policy during the 2003 Independent Sector and Rockefeller Institute of Government Spring Research Conference in Washington, D.C.

Robert M. Franklin, a visiting professor at Harvard Divinity School and the Presidential Distinguished Professor of Social Ethics at Emory University in Atlanta, agrees with the need for this research. "The faith-based initiative has certainly initiated vigorous new public conversation about an old topic, the public presence of religious communities," he said.

"Despite numerous legitimate concerns about the initiative, I am encouraged by any positive cause capable of motivating self-absorbed Americans to give time and share prosperity with strangers. This research comes at an important time. ... It assists public judgment by documenting and enabling us to monitor the public benefits and burdens of expanding faith-sponsored human service delivery. New knowledge about the 'faith factor' will be critical for charting next steps in public policy and in setting congregational mission priorities," he said.

In their research, Van Slyke, Horne and Johnson sought to answer two questions: who supports charitable choice and what effect might government funding of faith-based organizations have on individual giving to these organizations?

They found that support for Charitable Choice is most grounded in the belief that religion and faith help solve social problems. The strongest predictors of support were frequency of church attendance (frequent attendance emerged as the strongest indicator of support), age (older citizens with concerns about church-state separation were less supportive) and education (those with less education were more supportive). Surprisingly, support for this program transcended political party affiliation and race – there were no significant differences in these two groups studied.

Highly relevant to faith-based nonprofit leaders and policy makers is this initiative's impact on private contributions. "An argument frequently cited in opposition of government funding of faith-based organizations is that it displaces, or 'crowds out' private charitable giving," said Van Slyke. "On the

14

“Highly relevant  
to faith-based non-  
profit leaders and  
policy makers is  
this initiative's  
impact on private  
contributions.”

other side are supporters who assert that public funding may increase private giving; individual donors may look at increased public funding as a signal of quality, program effectiveness and organizational reputation.

"Three-quarters of our respondents anticipated making no changes in their private giving to faith-based organizations. Of those who reported that their giving would change, more than two-thirds said they would give more," said Van Slyke. He cautions that these results "do not herald a net 'crowding-in' effect of private dollars" as respondents were not asked to estimate the magnitude of their anticipated changes in giving.

Doug Gatlin is executive director of Faith and The City, an Atlanta organization created to encourage an open, region-wide dialogue that includes faith-based perspectives on public issues. He believes that federal funding of faith-based organizations would "create a new constituency in churches, synagogues and mosques that will be more likely to notice and object when government funds for these social services are threatened with budget cuts."

Concerns about the legal dimensions of Charitable Choice notwithstanding, this study suggests that federal funding of faith-based organizations may allow them to benefit from public support without diminishing the current pattern of private giving.



# rosser

**LEADS AYSPS  
ADVISORY BOARD**

*continued from page 1*

The Advisory Board's distinguished members influence domestic and global policy developments in their professional and civic lives. They share a belief that the kind of teaching, research and outreach that characterizes AYSPS can significantly improve economic development, government efficiency and social equality around the world. This belief guides their commitment to educating future policy leaders.

Rosser says he got involved, "fundamentally, because of the international outlook and outreach of Dean Bahl, our students and our faculty. Without this outlook, this school would be an exciting 'Georgia' school. What is amazing is the degree to which they take their research, their programs, around the world.

"Senior faculty share their expertise in many areas. They can work on tax policy in Georgia, Eastern Europe or Georgia, U.S.A. Our graduates are policy leaders in places all over the world. This school makes things happen."

The Advisory Board makes things happen, too. Its members are building the school's endowment to fund fellowships, scholarships and chairs. They helped move the redevelopment of the new AYSPS building along. They share their connections with leaders in business, research, government and the media, helping to broaden the reputation of AYSPS faculty as the source of expert information on policy-related matters.

Rosser says he expects the Andrew Young School "to continue to blossom and get more attention. It will equal or exceed any policy school in America."

*The Briefing will continue to profile Advisory Board members in upcoming issues. For more information go to [www.gsu.edu/~wwwsps/dean/advisoryboard.htm](http://www.gsu.edu/~wwwsps/dean/advisoryboard.htm).*

15

## INEFFICIENT INFRASTRUCTURE penalizes GDP growth

Infrastructure networks – water, sewer, road and power systems – are recognized as a foundation in economic activity. When policymakers promote the building of new infrastructure, they emphasize its economic development benefits. What they often overlook is the inefficiencies of poorly maintained, existing infrastructure and its costs to a country or location, says Felix Rioja in "The Penalties of Inefficient Infrastructure," published in the February issue of the *Review of Development Economics*.

In his report, Rioja, an assistant professor of economics, examined infrastructure costs in Latin America, where the effectiveness of public infrastructure is about 74 percent that of industrialized countries. He designed a micro-foundations general equilibrium model using parameters from seven developing countries to measure: the effectiveness of existing infrastructure networks; any penalties paid in gross domestic product per capita by countries that do not maintain or use their infrastructure effectively; and the productivity of new public investments when the effectiveness of current infrastructure is low.

Rioja found that the seven Latin American countries he studied – Argentina, Brazil, Chile, Colombia, Mexico, Peru and Venezuela – pay a long-run penalty for ineffectiveness of about 40 percent of steady-state real GDP per capita. "Although policymakers usually place a higher priority in getting new infrastructure built, the research shows that its productivity critically depends on the condition of the existing network. If the existing system is inefficient, new infrastructure investments can negatively affect per-capita income, private investment, consumption and welfare," he said. Improvements in infrastructure effectiveness showed sizable positive effects on an area's economy.



**Rioja**





More than 100 Andrew Young School students were presented awards, honors, fellowships and scholarships and were recognized for their academic and service achievements at the Seventh Annual Honors Day Ceremony on March 11 at the Sheraton Atlanta Hotel.

Dean Roy Bahl and students Marie Hutchinson, Ph.D. in economics, and Hasmik Melikyan, Master of Public Administration, opened the ceremony with their remarks. Faculty members presented the honors. A total of 40 students were inducted into the Omicron Delta Epsilon and Pi Alpha Alpha national honor societies. International scholars supported at AYSPS by five global programs, including the Muskie and Fulbright programs, were recognized.

Go to [www.andrewyoungschool.org](http://www.andrewyoungschool.org) to find more photos and a complete list of this year's honorees.

The faculty and staff at the Andrew Young School of Policy Studies send their congratulations to these students of distinction!

## STUDENTS RECOGNIZED AT ANNUAL HONORS DAY CEREMONY







## AWARDS/HONORS/GRANTS

## Department of Economics

The **Environmental Policy Program** received a USDA renewal grant of \$597,000 for FY 2004 for its water policy planning and policy center project. The initial grant was \$700,000 for FY 2003.

**Karen Minyard**, director of the Georgia Health Policy Program, was invited to deliver the May commencement address at the Georgia Baptist College of Nursing at Mercer University in Atlanta.

**Laura Taylor** received a \$129,000 National Science Foundation-Environmental Protection Agency STAR grant for "Decision-Making and Valuation for Environmental Policy."

**Erdal Tekin** was nominated and approved as an NBER Faculty Research Fellow.



Tekin

## Department of Public Administration

**Verna J. Willis** has accepted appointment as a founding member to the editorial board of the new international journal, *Action Learning: Research and Practice*. Publisher is Taylor and Francis, United Kingdom.

**Deon Locklin** (Program for Rehabilitation Leadership) was appointed to the Advisory Board for the National Rehabilitation Leadership Institute, a program administered through San Diego State University and George Washington University.

## NEW PUBLICATIONS - A SELECTION

## Department of Economics

**James Alm** with **Jorge Martinez-Vazquez**, eds. "Can Decentralization Help Indonesia Rebuild?" Edward Elgar Publishing (forthcoming); "What is an 'Optimal' Tax System?" *Tax Theory and Principles*. Simon James, ed. UK: Exeter, 2002; with **Shiyuan Chen** and **Sally Wallace**. "State and Local Governments' Susceptibility to Globalization." *State Tax Notes* 27:1 (January 6, 2003): 43-51.

**Roy Bahl** with **Mary Beth Walker** and **Richard Bird**.

"The Uneasy Case Against Discriminatory Taxation: Soft Drink Taxes in Ireland." *Public Finance Review* (forthcoming); with Paul Smoke, eds. "Restructuring Local Government Finance in Developing Countries: Lessons from South Africa." Edward Elgar Publishing (forthcoming).



Bird

**Paul Ferraro**. "Conservation Contracting in Heterogeneous Landscapes: an application to watershed protection with threshold constraints." *Agricultural and Resource Economics Review* (forthcoming); with R.D. Simpson. "Conservación rentable: una revisión de lo que funciona con respecto a la conservación." In *Potencialidades de los sistemas silvopastoriles para la generación de servicios ambientales*. Rome, Italy: Food and Agriculture Organization (forthcoming); with A. Kiss. "Getting What You Paid For: Direct Payments as an Alternative Investment for Con-

## MESCON PORTRAIT UNVEILED

Enid and Michael Mescon, former GSU business dean and current AYSPS Advisory Board member helping to develop AYSPS's growing Nonprofit Studies Program, enjoy a moment together during the January unveiling of his portrait at the J. Mack Robinson College of Business. Mescon served as dean of the business school from 1984 to 1989. In 1963 at GSU he founded the Bernard and Eugenia Ramsey Chair of Private Enterprise, the nation's first such chair. There are now more than 270 endowed positions in entrepreneurship and related fields around the world. Mescon's portrait can be viewed in the Manners Room on the school's 7th floor.



serving Biodiversity." *Science* 268 (29 November): 1718-1719.

**Julie Hotchkiss** with **Robert Moore** and **Stephanie M. Zobay**. "Impact of the 1996 Summer Olympic Games on Employment and Wages in Georgia." *Southern Economic Journal* (forthcoming); with **Robert Moore**. "Changes in the Welfare of Two-Earner Families Across the Income Distribution, 1983-1993." *Applied Economics Letters* 9 (2002): 429-431.

## PRESENTATIONS

## Department of Economics

**James Alm** presented "Taxpayer Responses to the Tax Reform Act of 1986" with **Sally Wallace** at Syracuse University in October.

**Roy Bahl** presented "Fiscal Decentralization" lectures at the World Bank in Washington, D.C., in March. In April he presented "Public Schools and the Community" at the University of Hawaii.

**Ron Cummings** participated in the General Accounting Office Educator's Advisory Panel in Washington, D.C., and the U.S. Environmental Protection Agency's Peer Review Meeting, "Grants: Market Mechanisms and Incentives for Environmental Management" in November. In January he presented "Offset Banking: Bringing 'Green Development' to Georgia" at the annual meeting of the Georgia Soil and Water Conservation Commission in Savannah and "Market Mechanisms for Managing Water Quantity and Quality in Georgia" to the Georgia Public Policy Foundation in Atlanta.

continued on page 20



# Faculty in South Africa exchange

*“It strengthened and broadened my professional skills, expanded professional networks and increased the exposure of the Andrew Young School.”*



Jordaan (L) and Black

Grant Black, an AYSPS research associate in economics, spent his summer as a visiting scholar in the economics department at the University of Pretoria, South Africa. In return, AYSPS hosted a visit in the fall from the South African university's Andre Jordaan. Each reported the benefits of their exchange.

“South Africa offers a unique venue for policy-oriented research, given its political and social transition and current economic conditions,” reported Black. “Major economic issues confronting the country are strongly linked to taxation, education, health, environment and regional development, all of which fit the policy research expertise of AYSPS well,” he said.

“I think you understand certain economic issues easier when you have the chance to visit a place and actually engage with the people on a daily basis,” said Jordaan. “A working relationship with people from AYSPS can contribute towards improving our own programs and create an understanding that may help in solving other countries' economic problems.”

Jordaan was at AYSPS from August to December to teach two principle courses. He said he enjoyed working with the students and getting to know them on a more personal level because the classes were “much smaller than what I am used to at the University of Pretoria.” In meeting AYSPS faculty, seeing their work and participating in academic discussions, Jordaan said he was impressed by the standard of the work done. “The exposure to new ideas and views meant a lot to me, and really contributed towards the goals and objectives I had for the exchange.”

During his four months in South Africa, Black conducted research projects and presentations on tax structure and technological innovation. He advised on a grant project for the school to develop a new joint degree program, and on a research proposal under review for funding by USAID. He also co-taught an honors macroeconomic course. Black's professional development and networking activities allowed access to senior South African government officials and U.S. diplomats. He visited with

former AYSPS Mandela Fellows who are working in policy areas in their home country.

Black feels his tenure in South Africa was time well spent. “It strengthened and broadened my professional skills, expanded professional networks and increased the exposure of the Andrew Young School,” he reported. “I was readily integrated into the functions of the department

and was encouraged to contribute by pursuing research and teaching collaborations. And during my time there, several students expressed an interest in attending AYSPS for graduate study. This experience was extremely beneficial.”

Jordaan said he will never forget the hospitality he experienced from everyone at AYSPS. “For me this will always be one of my best experiences,” he said, “mainly because I got to know the people at AYSPS.”

## INTERNATIONAL STUDIES PROGRAM RECOGNIZED BY GSU

**Georgia State's vision: global service.** To further its vision, the university's Office of International Affairs created the International Excellence Awards to recognize individuals in the GSU community who make notable contributions to international education. The faculty and staff of the International Studies Program, led by Jorge Martinez-Vazquez, were the first to receive this honor in November's inaugural ceremony.



(L to R) Alm, Boex, Bhan, James, Martinez and Andrew Young

“The International Studies Program has been exceedingly successful in accomplishing its mission of providing academic and professional training, research and technical assistance in support of sound public policy and sustainable economic growth in developing and transitioning countries,” noted GSU's John F. Hicks, assistant provost for International Affairs, in announcing the award.

ISP hosts numerous students, scholars and policymakers and publishes policy-oriented research studies. It has been awarded millions of dollars in external funds from various development agencies such as the World Bank, UNDP, USAID and the Danish International Development Agency (DANIDA).

Congratulations to the International Studies team: faculty members Martinez, Roy Bahl, James Alm, Sally Wallace and Jamie Boex, and staff Paul Benson, Frances James and Shereen Bhan.



continued from page 18

**Paul Ferraro** presented "Ignorance Begets Confidence: the expanding universe of imperfect information" at the Southern Economics Association Meetings in New Orleans in November. He was invited to be a keynote speaker at the conference, "Rural Livelihoods, Forests and Biodiversity" in Bonn, Germany, sponsored by The Center for International Forestry Research, in collaboration with Germany's Ministry of Economic Cooperation and Development, the German Foundation for International Development and Deutsche Gesellschaft für Technische Zusammenarbeit in May 2003; and was invited to speak at the World Conservation Union's decennial World Parks Congress in Durban, South Africa in September 2003.

**Laura Taylor** presented "Provision Rules and the Incentive Compatibility of Choice Surveys" at the Triangle Resource and Environmental Economics Seminar Series sponsored by Research Triangle Institute and North Carolina State University in November and "The effects of small-scale contamination on urban commercial property markets" at the Brownfields Conference held by IAUV, University of Venice in Venice, Italy in February.

**Sally Wallace** in November presented "State and Local Governments' Susceptibility to Globalization" (with James Alm, Shiyuan Chen) at the National Tax Association



Wallace

Ninety-fifth Annual Conference on Taxation in Orlando.

#### Department of Public Administration

**Sal Alaimo** presented "Measuring the Impact of Your Employee Volunteer Program" in January to the



Alaimo

#### ANNUAL REPORT IS ONLINE

The 2002 Annual Report for the Andrew Young School of Policy Studies is now available online. Go to [www.gsu.edu/~wwwsps/ar2002/index.htm](http://www.gsu.edu/~wwwsps/ar2002/index.htm) for a complete list of the year's achievements of our faculty, staff and students.

#### On the Go

**Sal Alaimo** (PAUS) has been selected to chair the Reference Subcommittee for the Association for Volunteer Administration's credentialing process, which will research and recommend new reference materials to be included in the process in which applicants can earn their Certified Volunteer Administrator credential.

**Ron Cummings** (Environmental Policy Program) in October represented Georgia at the Utton Transboundary Resources Center national water policy convention in Utah.

Metro Atlanta Corporate Volunteerism Council in Atlanta.

**David Van Slyke** and Sarah Escholz presented "Women and Philanthropy in Atlanta" before members of the Women's Legacy of United Way of Atlanta in December.

NOTE: AYSPS policy experts are frequently profiled or quoted in the news media. To read the latest news and media coverage, visit [www.andrew.youngschool.org](http://www.andrew.youngschool.org) and tap into "News Releases" and "Media Hits."



Scafidi

**Ben Scafidi** (PAUS/Economics), **Jeanie Thomas** (Fiscal Research

Program) and **Alan Essig** (Fiscal Research Program) were on "loan" to the State of Georgia during its latest legislative session. Scafidi was the education policy advisor for Governor Perdue, working on issues in every level of education from Pre-kindergarten to university. Thomas was policy advisor to the governor for economic development, natural resources and transportation. Essig, formerly the deputy policy director for Governor Barnes, assisted the House Appropriations Committee.



Thomas

#### Alumni News

**Kyle Caswell** (B.S. in economics, '01) is a member of the entering class at the Graduate Faculty of Political and Social Science at the New School University in New York City, N.Y.

**Stephen S. Everhart** (M.A. in economics, '95, Ph.D. in economics, '02) was named chief economist of the Overseas Private Investment Corporation in Washington, D.C. He joined OPIC in 2002 after five years as a senior economist with the World Bank-IFC in Mexico City and Washington. [sever@opic.gov](mailto:sever@opic.gov)



Everhart

**Kevin C. Grant** (M.P.A. '01) recently became special assistant to the deputy superintendent of operations for the Atlanta Public Schools. [kcgrant@attbi.com](mailto:kcgrant@attbi.com)

**Thad Hall** (M.P.A. '93) won the American Society for Public Administration's 2003 Louis Brownlow Award for his article published in the *Public Administration Review*. His book with Mike Alvarez, *Point, Click, and Vote: The Future of Internet Elections*, will be released this fall by the Brookings Institution Press. Thad works at The Century Foundation in Washington, D.C. [hall@tcf.org](mailto:hall@tcf.org)



Hall

**Keith J. Leggett** (Ph.D. in economics, '87), senior economist for Economic Policy Research at the American Bankers Association recently published with Strand, R. "Membership growth, multiple membership groups and agency control at credit unions." *Review of Financial Economics* 11 (2002): 37-46.

**Joseph B. Vignati** (M.P.A. '87) was appointed deputy director of Georgia's Children and Youth Coordinating Council in July and was nominated for the Governor's Public Safety Award in September for his work in securing a federal grant providing re-entry services for youth returning home from long-term incarceration.

**Yang-Taek Lim** (Ph.D. in economics, '78), dean of the School of Economics and Finance at Hanyang University in Seoul, Korea, was appointed "Honorary Lieutenant Governor of the State of Oklahoma" in July, and in August received the "Global Solutions Award" from the BWW (Baron's Who's Who) Society and Institute for the Advancement of Positive Global Solutions. This award is presented to a BWW Society "... Member who, over the preceding year, has contributed significantly in terms of offering solid workable solutions to situations which threaten humanity. ... He has drafted repeated proposals which could lead to a lasting peace on the Korean Peninsula, and has even developed the concept for creating a special Northeast Asian Peace City to begin the flow of healing interaction between North and South." (See complete BWW award introduction at [www.bwwsociety.org/congress/2002/awards.htm](http://www.bwwsociety.org/congress/2002/awards.htm).)

**Piriya Pholpirul** (Ph.D. in economics, '02) is a research specialist in the International Economics Relation Program



Pholpirul

at the Thailand Development Research Institute, which Pholpirul reports is the first policy research institute of Thailand. His key projects include one on international trade sponsored by the United Nations, where he is studying trade cooperation among

Asia's developing countries that are members of the Bangkok Agreement, and another on "human security," looking at the impact that security initiatives would have on economic development and growth. [pholpirul@hotmail.com](mailto:pholpirul@hotmail.com)

## calling all graduates story nets responses

In the Spring/Summer 2002 issue of *The Briefing*, AYSPS grads were invited to reply online or via fax with information on whether their first and current jobs were in academia, corporate or small business, federal government, state or local government, nonprofit organizations or private consulting. We are planning to build an occupational matrix on our graduates' job histories.

Many thanks go to the AYSPS alumni who have already replied. Useful and important anecdotal information comes regularly to the school from alumni who send us their stories. For example, George Jacobs (M.P.A. '78), wrote to tell us that he recently retired from his dream career position in federal senior executive service as a Centers for Medicare and Medicaid Services regional administrator in the Medicare program in Boston.

Jacobs reported he had entered the master of public administration program at Georgia State as part of his management internship at the Social Security Administration's regional office in Atlanta. As an intern he set his career goal to become a regional administrator. In subsequent transfers he found himself "putting the skills I acquired in the M.P.A. program to use." He later gained entrance into the CMS management development position, and is certain that his M.P.A. was crucial in his selection. Following several promotions, he achieved his career goal in 1998 when he became the CMS regional administrator in Boston.

Jacobs writes, "I am totally convinced that my M.P.A. degree was a critical 'success factor' in selections and promotions throughout my career, and the skills and knowledge I gained at GSU, particularly in statistics, management and federal/state relations, served me incredibly well. So I'm sure you understand my support of the Andrew Young School!"

You are invited to send your news and stories to Ronni French at [rlfrench@gsu.edu](mailto:rlfrench@gsu.edu). We will continue to keep Andrew Young School faculty, students, alumni and friends informed of our programs and your successes. If you have a degree from Georgia State in public administration, economics, urban policy studies or other programs now offered by AYSPS, we want to hear from you!

# winsome packer's



## adventures in policy practice

Winsome Packer, M.P.A. '90, came to GSU with a dream and an undergraduate degree in international affairs. In the program, her dream took focus while she interned two years as a research assistant on the state's Planning and Community Affairs Committee at the Georgia General Assembly. A career journey full of fascinating stops – at a Veteran's Affairs subcommittee at the U.S. House of Representatives, the Bob Dole presidential campaign, the Department of Veteran's Affairs, the Republican National Committee, the International Republican Institute and The Heritage Foundation – has led Packer to the offices of the Corporation for National and Community Service, home of AmeriCorps.

Packer is the corporation's principal lobbyist to the U.S. House of Representatives where she advocates reauthorization and appropriations issues to members of Congress and their staffs, and promotes the Bush administration's positions on policy and funding matters as they relate to the corporation.

"Of course, having sat on the other side of the table while serving in the House was terrific preparation for this work," says Packer. "I understand how Congress works, the important relationships that have to be sustained, and also the jurisdictional issues and political nuances that are at play in the legislative process. All are relevant to getting the job done."

### ***A lifetime of experience***

Packer, a native of Jamaica, knew fairly early that public policy was the direction she would follow. "I suppose the desire to make a difference to people in need, to give something back to the community, was inbred. I was born and raised in poverty, so I've held a deep and enduring interest in improving the lives of people and communities. For me, public service seemed the most logical way to fulfill my career goals, working both domestically and overseas, because there are needy people everywhere," she said.

Skilled at addressing challenges in many environments, Packer says she would not trade any of her experiences for the world. "There is a difference between serving in the United States and in the developing world. Here at home, one can rely upon a set of norms and values. You operate with the knowledge that the rule of law will largely dictate societal functions. Working overseas at times posed a greater challenge with this assumption, because one is often in an environment where democratic values and institutions are in a state of infancy or completely absent. In such circumstances, you work to effect change very incrementally among the people you set out to help."

Last year, Packer was a U.S. delegate at the 46th session of the United Nations Commission on the Status of Women. She says that experience is the highlight of her career. "As an immigrant, it was an extraordinary honor to serve as an advisor on the policy matters that were considered during the meeting: eradicating poverty, environmental management and disaster mitigation."

She joined three professionals with strong policy and political credentials – Ellen Sauerbrey of Maryland, Kate O'Bierne, editor of *National Review* and Nancy Pfotenauer, president of the Independent Women's Forum on the U.S. delegation. The commission, which addresses political, economic, civil, social and educational issues as they affect women globally, consists of 45 member countries.

"A good deal of patience and tolerance, as well as substantive skills, were required to work in that environment," says Packer. "The U.S. was often alone in the deliberations. We frequently faced an unfriendly audience, but we were able to move the U.S. agenda through the process. The meeting also allowed us to reiterate to many audiences the good work the United States is doing around the world."

### ***The importance of an M.P.A.***

Packer says she learned of the M.P.A. program at Georgia State from an alumnus who had just completed the course. "It seemed an ideal match for me at the time, as it allowed me to continue my education while building practical managerial skills. The dean offered me an internship at the State

“...public service  
seemed the  
most logical way  
to fulfill my  
career goals...”

## Student News

Capitol which led to my exposure in legislative affairs. I was able to leverage that knowledge to serve as staff for the U.S. House of Representatives Committee on Veterans Affairs," she said.

"Several members of the faculty guided and helped my career," says Packer. "Edith Manns welcomed me to the program and offered me the internship. I will always be grateful to her for opening that door to my future. Katherine Willoughby was my best advisor and friend during my two years in the program, and an inspiration in balancing home and professional responsibilities. William Waugh always had an open door and was extremely generous with his solid advice. I will always be grateful to them for helping me shape my career path."

Packer encourages AYSPS students to seek out and take advantage of the numerous opportunities for growth and development that are available. "Interacting with staff, faculty and other students can be broadening. As people get to know who you are, you become aware of opportunities that you otherwise may not," she says. "I'd advise any student to identify early on their area of desired expertise and to seek out a work opportunity that complements their academic study. Finally, be willing to help others as you were helped along the way."

**Shiyuan Chen**, a graduate student in economics, co-authored a paper with AYSPS faculty Sally Wallace and Jim Alm, "State and Local Governments' Susceptibility to Globalization." It was presented at the National Tax Association Meeting in Orlando, FL, in November, 2002 and published in *State Tax Notes*, January 6, 2003.

**Teresha Freckleton-Petite**, a M.P.A. student with a career track in nonprofit management and program director for APPLECorps, an Atlanta Public Schools education advocacy organization, was featured in the January 29 issue of the *Atlanta Journal and Constitution* for creating The Enchanted Closet, a nonprofit organization that collects new and almost-new formal dresses and related accessories to outfit low-income teenage girls for their high school proms at no cost. Her work will help up to 500 teens this year. [www.ubp.com/enchantedcloset](http://www.ubp.com/enchantedcloset)

**Christopher Horne**, working on his Ph.D. in public policy, has had an article accepted for publication. "Should faith-based organizations apply for government funds? The potential impact on giving and volunteering," is forthcoming in the Spring 2003 issue of *Social Work and Christianity*.



Lewis

**Anil Lewis** (B.B.A. '93), an M.P.A. student, was honored with the 2003 Torch of

Peace Award by GSU in January. Lewis, who works full-time as a case worker for the disabled, volunteers his "spare" time as an advocate for the disabled. As Georgia president of the national Federation of the Blind, he lobbies state and local governments and school systems to make sure that the disabled get the services they need and those promised by the Legislature. In his nomination Lewis was recognized for his courage and kindness, and for bringing his "wisdom, experience and calm voice to group discussions about how values are placed on social programs." Lewis's recognition extends a tradition: AYSPS Torch of Peace Award nominees have now won the award six out of the seven years the school has been in existence.

**Katia Roijsa**, a master of economics student, is among the winners in this year's Joseph K. Heyman Scholarship Award presented by the Atlanta Economics Club. "Katia was our



Roijsa

runner-up, placing high among an extremely competitive field of more than 20 top-quality candidates

whose combination of grades and economics-related experience made it difficult to pick a single winner," said **Mary Mathewes Kassis** (Ph.D. in economics, '99), AEC's Scholarship committee chair and its inaugural winner in 1992. Roijsa's win earned her the opportunity to network

with many of Atlanta's leading economists with a free AEC membership and meals at its monthly luncheons. [www.atlantaeconomics.org](http://www.atlantaeconomics.org)

Doctoral candidate **Rob Watts**, in the Public Policy Ph.D. program, provided technical budget assistance to the Georgia Senate Appropriations Committee and the Senate leadership this legislative session. Watts, a senior policy advisor to the chancellor of the Georgia Board of Regents, has returned to Gwinnett University Center where he is serving as interim director. [rob.watts@usg.edu](mailto:rob.watts@usg.edu)

## First joint Ph.D. candidates graduate

May's commencement ceremony marked a first for AYSPS. Angela Blair Hutchinson and David Rein are the first students to receive the Ph.D. with a major in Public Policy, the school's joint doctoral degree with the Georgia Institute of Technology. David and Angela both specialized in the field of health policy.

"This Ph.D. program was part of the initial plan, when the school was created in 1996," said Robert Moore, associate dean. The first round of candidates for this Ph.D. entered the school in 1997.

Gregory Lewis, professor of PAUS, led a dissertation committee for Rein. "We are very proud of both of these students," he said, "and we are looking forward to graduating a big crop in the next year or two."



## ANDREA YOUNG JOINS ADVISORY BOARD

Andrea Young, noted author, speaker and director of public policy for the National Black Child Development Institute in Washington, D.C., in October joined the school's Advisory Board. The daughter of Andrew and Jean Childs Young, Andrea will add her experience in shaping policy, with a focus on children, to the work of the school.

Young's domestic policy experiences started earlier than most. "My interest in policy probably started on the road from Selma to Montgomery in support of the Voting Rights Act. I had just finished the fourth grade and our entire family participated in the first day of the March. I understood, then, that change was possible. Injustice could be overcome. Getting the right to vote gave African Americans a way to work for justice within the structures of our democratic system," she says.

Her interest in international affairs began in high school. "I was trying to develop my own philosophy. I read novels about Israel and the rather utopian vision of the kibbutz. I read Dr. King and realized I had to read Gandhi, as well," she remembers.

"What is a just society and how can it be achieved?" That question defines my career," says Young. "As Americans, we can't create a just society that ends at our borders."

Young says that in joining the board, "I have an interest in seeing the school reflect the legacy and vision of Andrew Young. I think I know something about it. I also know the extent to which my father's public life was a partnership with my mother. I would like to see her values included.

"We inhabit a tiny sphere on a side spiral of an insignificant galaxy in the vastness of the universe. Our civilization is increasingly toxic to the most vulnerable among us – our young children. To achieve a just and sustainable global civilization I believe that all public policy choices must be viewed through the lens of the impact on our children. During the first 40 years of his career, mother raised that issue with father: 'How will this help children?' I want the students of AYSPS to continue asking that question where ever they are on the planet."

How does Young see AYSPS best preparing its students for careers in policy?

"Clearly students need skills and techniques for accumulating, sorting, processing and evaluating information," said Young. Policy is driven by data and analysis as well as politics. These days, one's political position should have some data behind it.

"Students learn from their peers. When I was in school, we talked endlessly about the future, our goals and dreams. Students are inspired by the dreams and goals of their peers.

"I also think that faculty have to reach out to students, encourage and affirm the special strengths that a student brings to a topic or discipline. My experience with education is that it needs less weeding out and more rewarding strengths. When faculty members affirm the special gifts of students, I think that helps to provide direction and focus. So, a great faculty is important when there is quality interaction that meets the needs of students," she said.



Young

*“Our civilization is increasingly toxic to the most vulnerable among us – our young children.”*

**Andrew Young School of Policy Studies**  
**University Plaza**  
**Atlanta, GA 30303-3083**

**NONPROFIT ORG**  
**U.S. Postage**  
**PAID**  
**Permit #152**  
**Atlanta, GA**

